



**DEVELOPING
THE ARAB**
HEALTH WORKFORCE
FOR SDG 2030

Core Competency of Middle Manager and Change Management

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20th edition

Competency and Change Management

1. Competency and Change Management
2. Velocity: Flexibility and Elasticity
3. Communication and its sisters: Cooperation and Coordination
4. Influence: leadership development the 4Q theory
5. Educability: capability of learning and acquiring new knowledge and skills
6. Self Reflection through Process Mapping

Competency Management:



Competency: is the set of skills and abilities that are needed by the staff to perform.



CM: is the process of understanding, identifying the skills and abilities and developing them of your employees.



Competency dynamics: is the interaction mechanism among the staff, structure (physical and authorities) and operations.



Competency Categories: General, Core and Functional

COMPETENCY-BASED HUMAN RESOURCE MANAGEMENT

- A continuous method for assessing employees' skills and competencies that supports the integration of HR planning with business planning.
- Competency assessment against the capacity needed to achieve the vision, mission and business goals of the organization.

COMPETENCY-BASED HUMAN RESOURCE MANAGEMENT

- Affects hiring/ staffing, training, career development, succession management; etc.
- Enhances an organization's ability to hire, manage and develop top performers at all levels.
- Clearly communicates performance standards for success and creates a common language for the organization to use.

Competency Form: Example

Name of the Procedure:

Steps	SOP, Protocols, P&P, Technical Manuals, Regulations, bylaws, etc	Steps Done = A			Weights***= B H=3, M=2, L=1	Score A x B
		Yes=1	NI**= 0.5	No= 0		
1.						
2.						
3.						
4.						
5.						

Competency Management Fields: Examples

Job Knowledge

Patient Care/Clinical Practice

Provides excellent Patient care and demonstrates an indepth knowledgeof nursing practice and advanced knowledge of technical skills

Able to synthesize and analyze complex patient information in order to plan and implement patient care strategies.

Undertstands the therapeutic management, diagnostic and screening tests of different diseases elated to assigned-nursing units

Interpersonal Communication

Uses a wide repertoire of communication techniques which communicates concern and comfort for patients and families.

Understands the hierarchy distribution, chain of command and span of control

Demonstrates teamwork skills through working in a way that is complementary to others

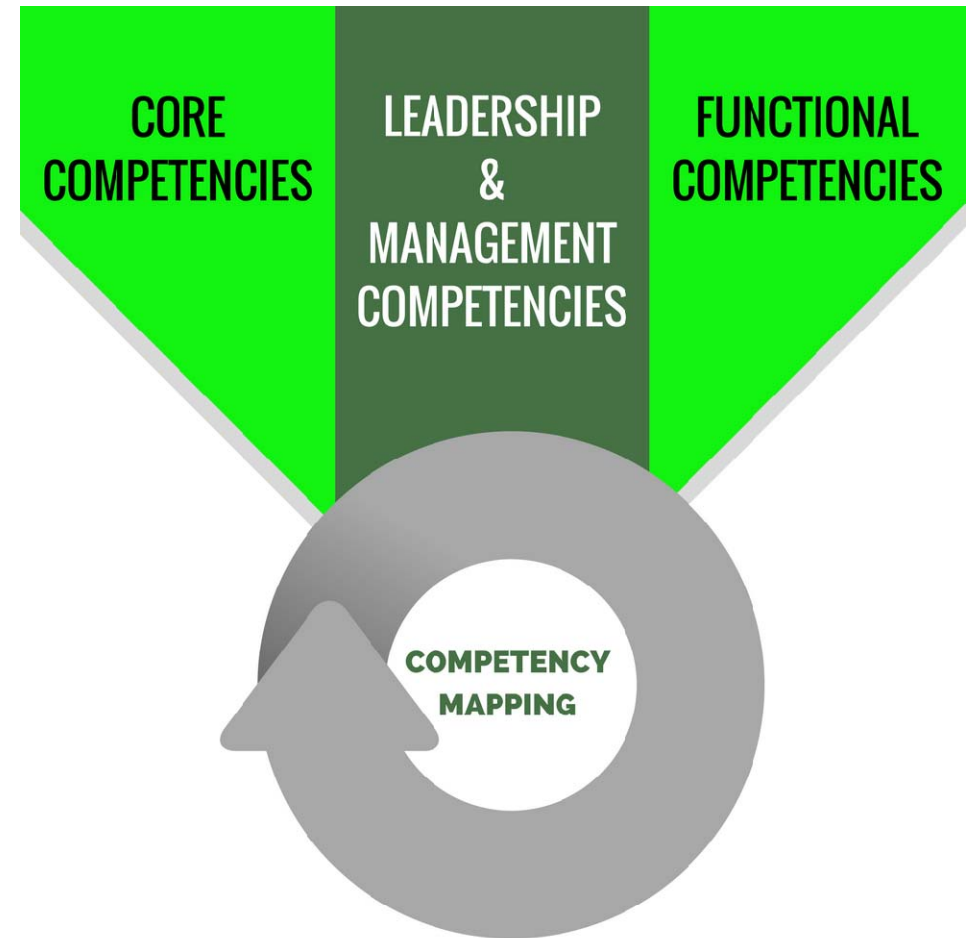
Shows effective communication skills with patient and family during all interactions



MEDHEALTH
CAIRO 2019



But from where to
start?
What is the effect
on Change?

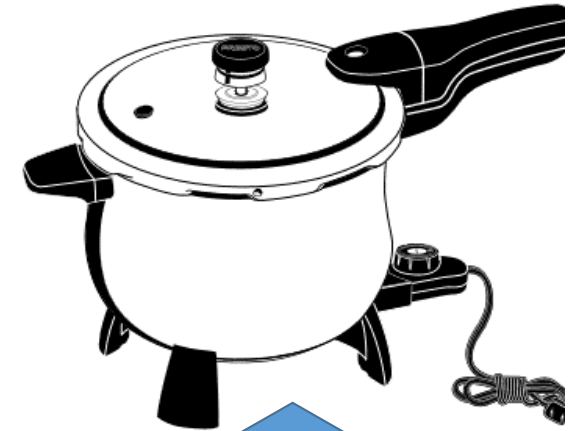


Middle Management:

- The line between senior and juniors
- Responsible for strategy implementation and operational control
- Creating effective working environment
- Leading people
- Implementing requirements

Middle Management Competencies:

- Leadership: the 4Q Theory
- Decision-making: 6 hat theory, facts based, evidenced based, taking responsibility for outcome
- Creativity and vision: realizing the strategy and overcoming difficulties
- Performance management: managing subordinates, setting objectives (MBO) and (S.M.A.R.T)



Middle Managers and Presto Effect

Change Management Facts

Facts	%
Financial loss	70% due to change initiative
Employee Skepticism	70% due to change initiative
Top Management wanting to change	33%
Employee resisting change	39%

Resistance to Change of Middle Managers

- Lack of coordination with other teams
- Lack of eagerness to embark on new project
- Building of barriers for the company to grow
- Emergence of Silos



Change Chain Reaction

Engagement: Humble, alignment, financial securing, dedication of key personnel

Momentum: cohesion, tangible outcomes, high energy, team work

Leadership: commitment, keep the business running, EQ

Reinforce: recognition, KPIs, role model

Tools: participatory, ownership, fit culture,

Communication: coaching, practical training, steering communication



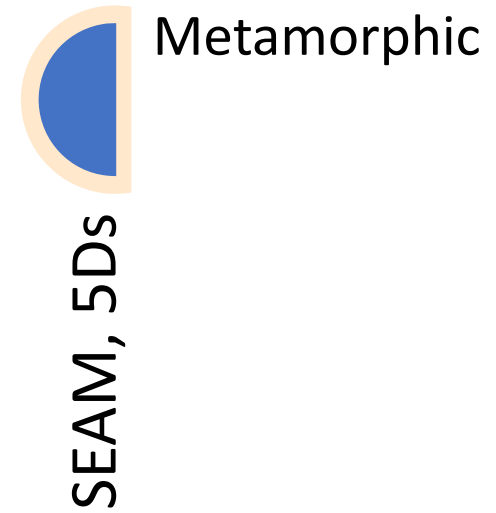
Human Potential and Change

- Speak one language
- Identify the hidden potential
- Adapt before adopt
- Coach
- Create a motivational case
- Properly recruit

The Path to effective MM

- Listening
- K.S.A proper assessment and development
- Untapped potential exploration: main thread by the leader
- Reward and positive accountability
- Right Velocity of Change
- Ownership

But which Programs are suitable?

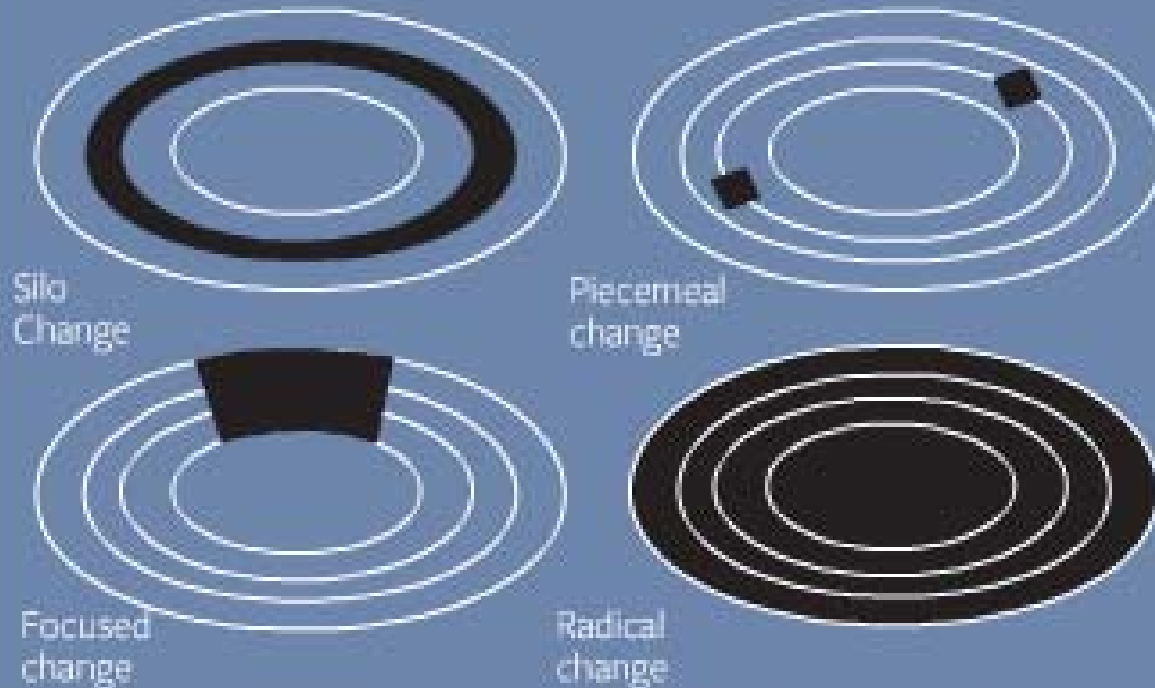


Velocity and Velocity of Change V_c

- Velocity: Distance/Time with a clear target, which is vector
- Velocity of change: is the speed and drive needed to change to reach the desired goals using the optimum available resources.

Change Cycle in Organization:

Figure 2: Patterns of change within an organisation



Two sorts of change

Piecemeal change

- changing parts of a system
- no consideration of system as a whole
- often imposed
- often short-lived



Systemic change

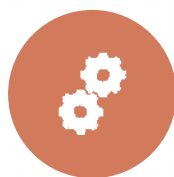
- change with effect on whole system in mind
- change with emergence in mind
- by purposeful, collaborative design
- often long-lived



Managing Competencies Nuclei for effective change: Your Role



Functionality
(Structures,
P&P, Tools)



Efficiency
(Resource,
Cost..)



Timeliness



Quality
(Requirements,
KPIs...)

Estimating Time for Change

$$T_e = \frac{T_o + 4 * T_m + T_p}{6}$$

- T_m { • Probable Time
- T_o { • Optimistic Time
- T_p { • Pessimistic Time
- T_e { • Calculated Time (Best Estimate)

Estimating Resources

People

Material

Money



Estimating Costs



Change Customization based on your Organization Priority

Priority	Activities	Steps	Responsible	Place	Year M1	Year M2	Year M3	Year M4
Include the organizational priority that this initiative is linked to	Describe the initiative itself	Provide details about what the activity is and who it will affect.	Include the initiative lead's name	Department concerned				
<i>Example: Improving patient and family experience</i>	<i>Example: Standardise Two-Way Communication Boards</i>	<i>Example: Erasable whiteboards will be kept at the patient's bedside. These two-way communication will serve as a means of communication between patients, families, and multidisciplinary caregivers.</i>	S.R	Inpatient and Emergency Department			X	

Change Scope Verification

- Was change successful?
- Were all needs met?
- Were all deliverables met?
- Are the stakeholders happy with the results?

Managing Incompetency



- A meeting to clarify the expectations of the job is necessary.
- Be open with the employee,
- Act promptly, do not ignore
- Assess the person ability to learn the skills needed
- Provide training and support to improve their performance and gain practice and confidence with their new skills.
- If the performance improves, then your are successful.
- If they have not improved, termination might be a choice.

Q&A for the Audience

Accreditation helps in improving competencies of staff?

- No. Staff competencies identification and development should start at the recruitment phase up to succession planning.

Change might create conflicts?

- Yes, of course.

Conflict Management Q&A

- **CONFLICT IS ALWAYS NEGATIVE.**
- This statement is false. Although conflict is often unpleasant, it can be a catalyst for positive changes.



Conflict Management Q&A

Conflict is always violent.

This statement is false. When managed properly, conflict can be peaceful and productive.



Conflict Management Q&A

- **CONFLICT IS INEVITABLE.**
- This statement is true. Conflict occurs whenever two or more people interact. In fact, it's even possible to have an inner conflict with yourself.



Conflict Management Q&A

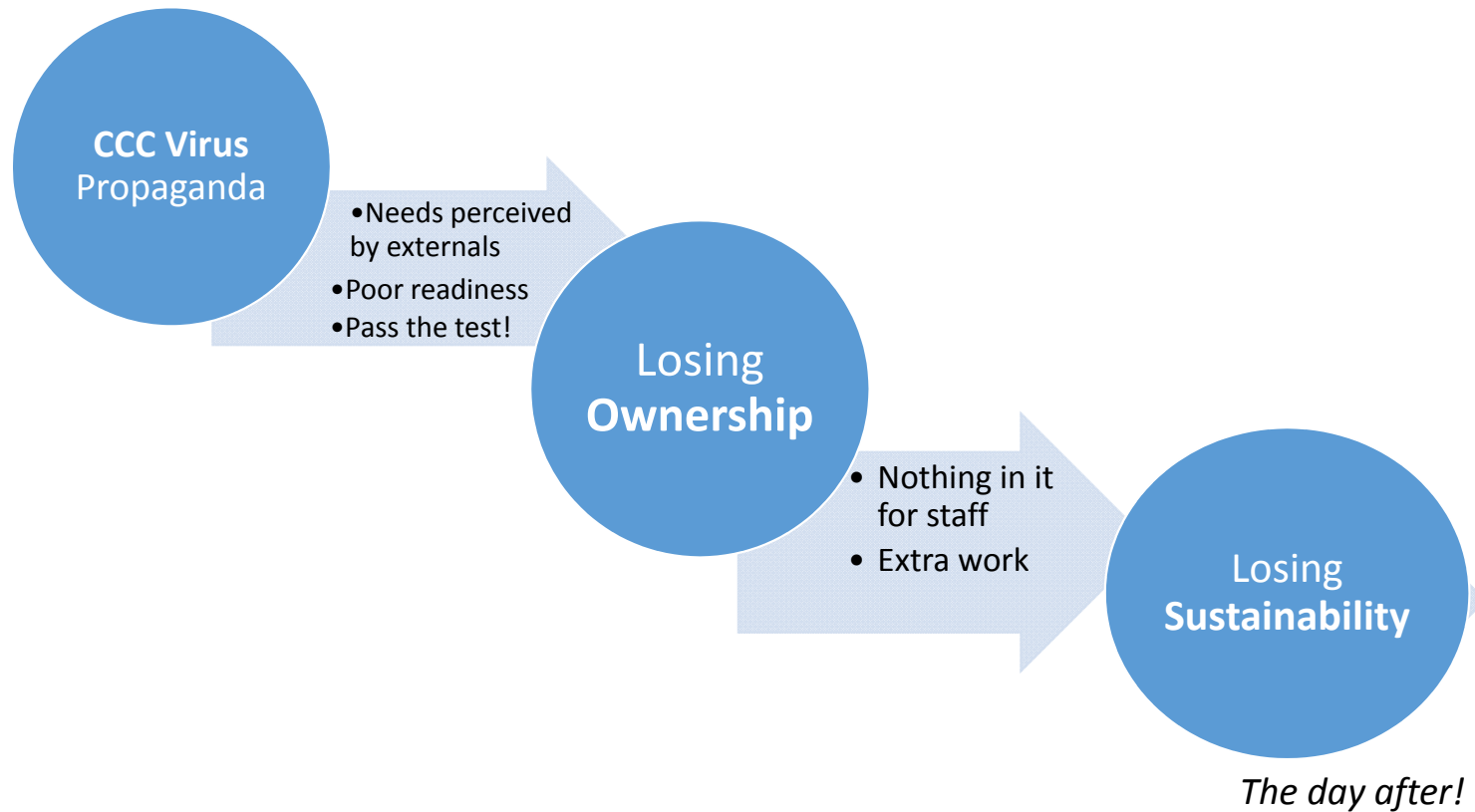
- **ANYONE CAN EXPERIENCE CONFLICT.**
- This statement is also true. Conflict happens to everyone, so it is important to be prepared.



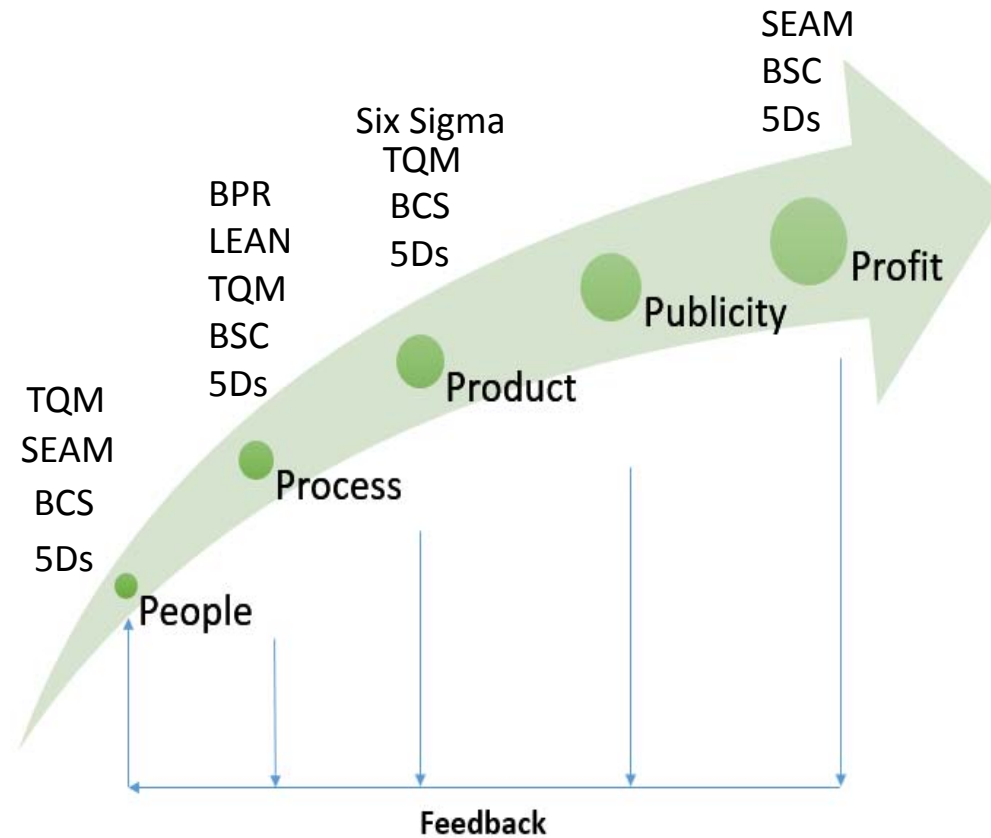
Competency Mapping Grid: Position Names: Nurse, HR Manager, Purchasing Supervisors	
1	
2	
3	
4	
5	
6	
7	
8	



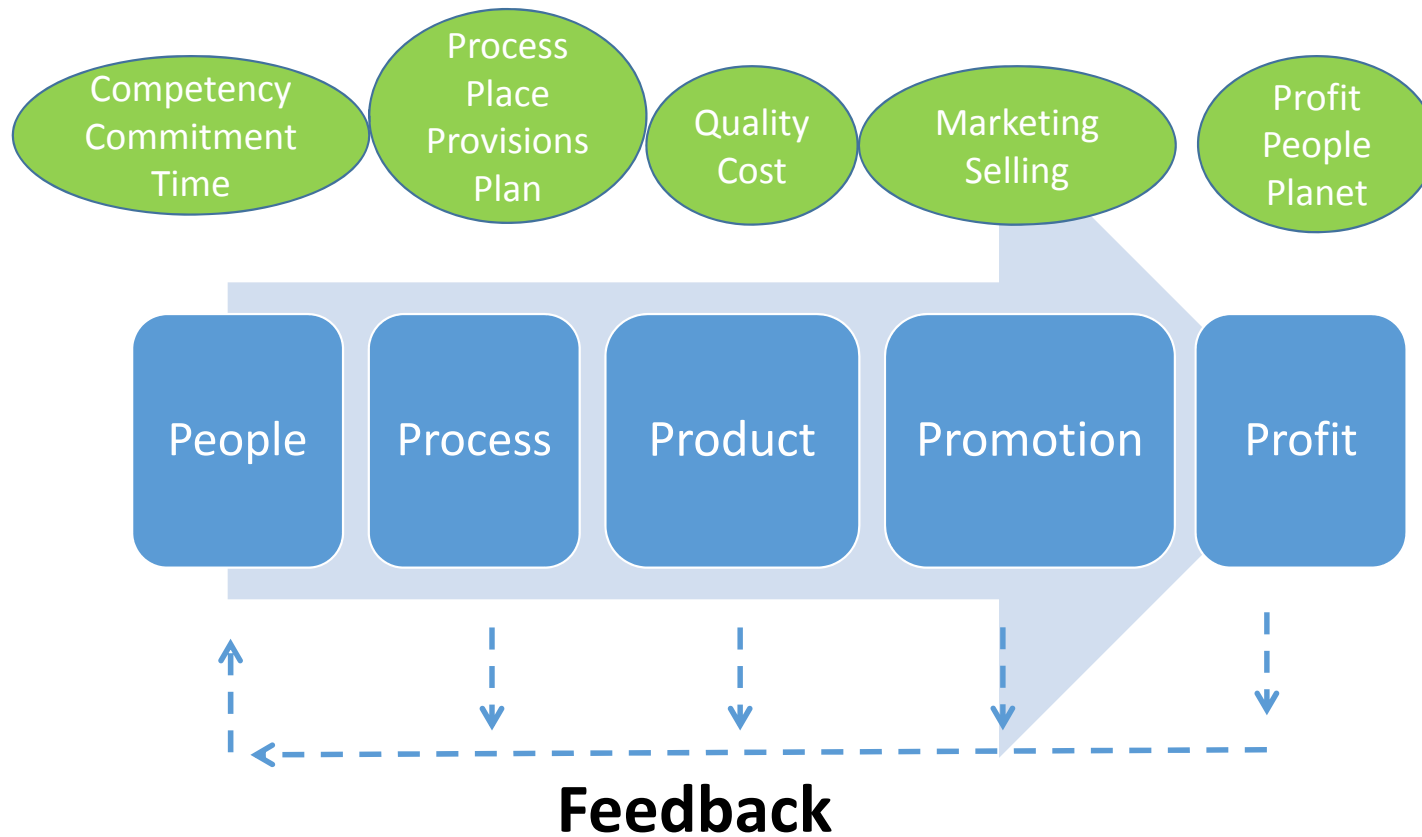
CCC Virus



Focus of Each

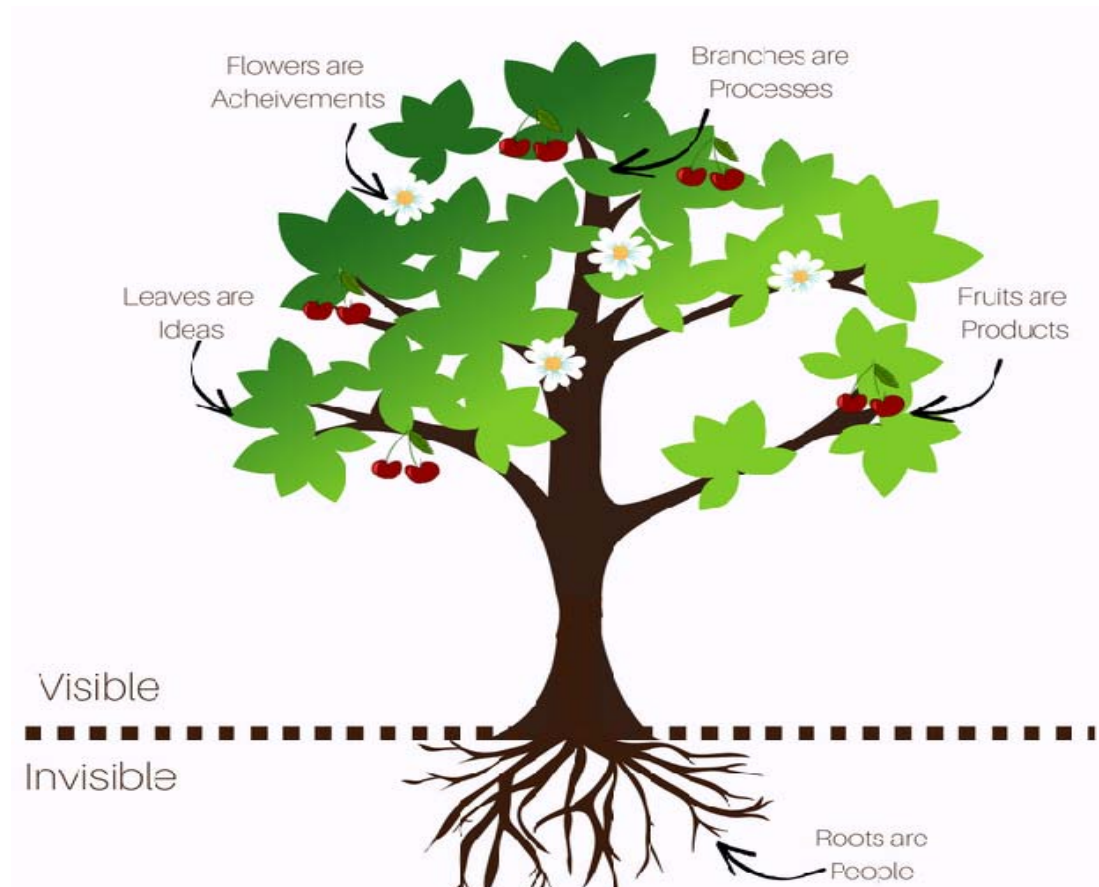


PVS: Performance Value Stream: 5Ps



1. The Organization-Tree Analogy

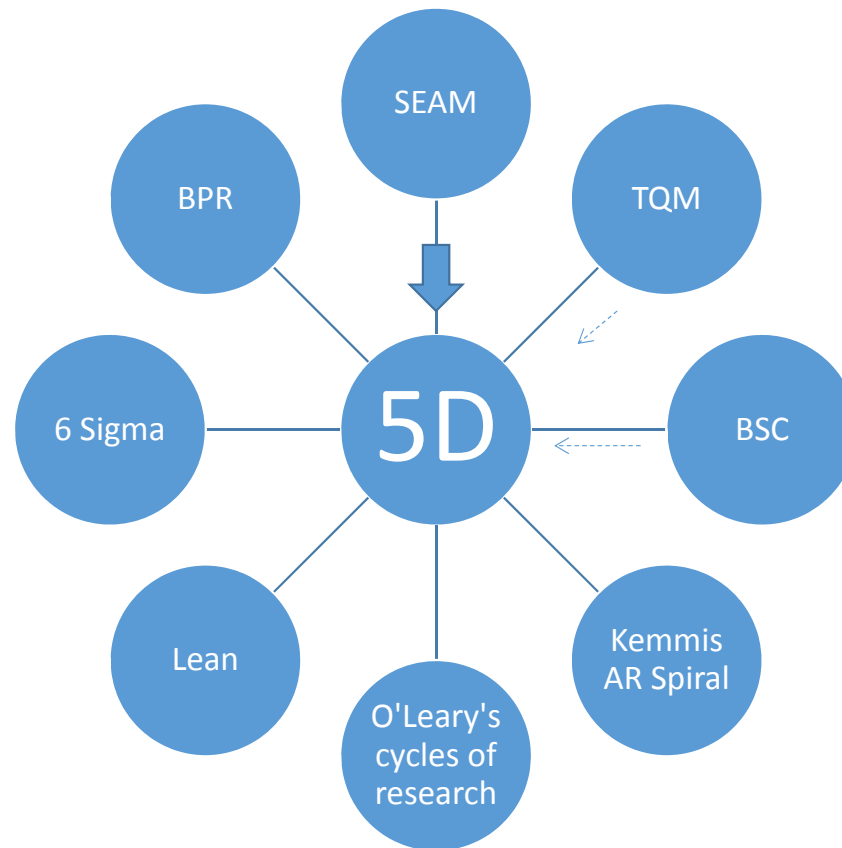
Gates Biosystems Approach- Go Alive



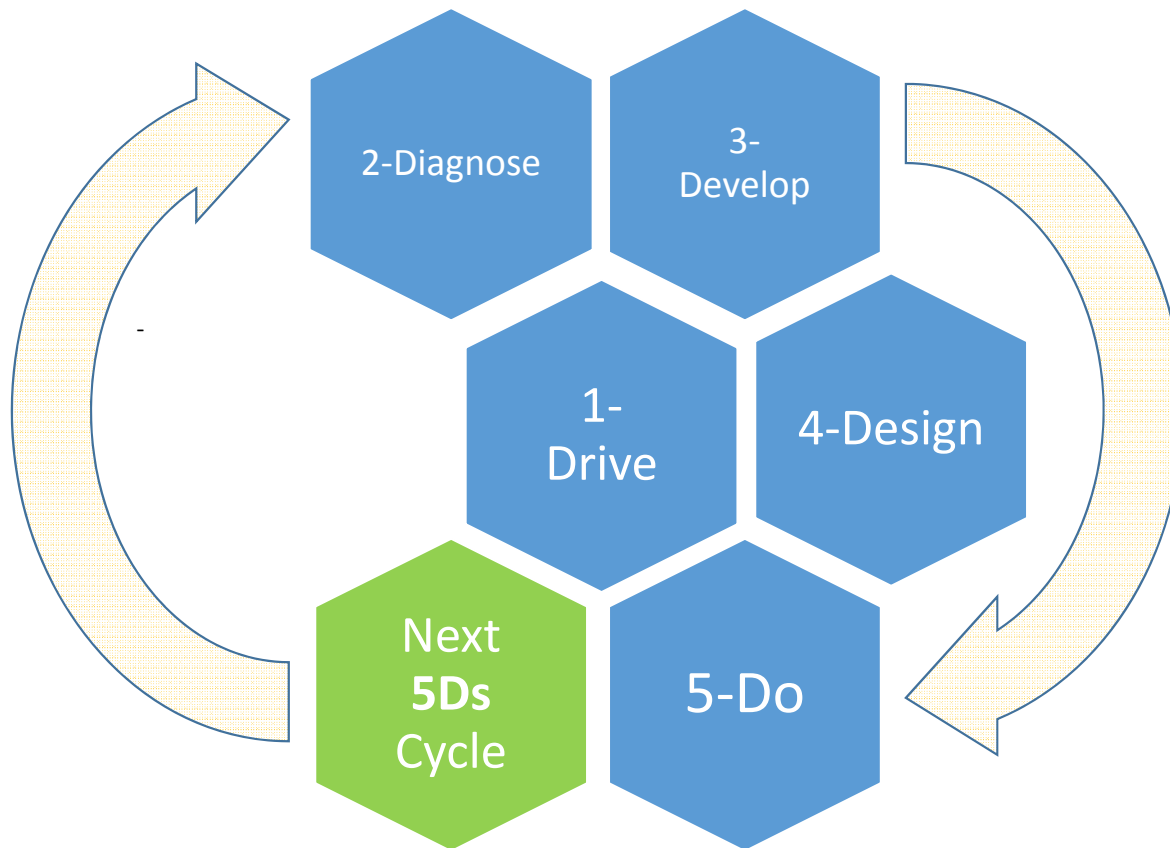
Gates 5D Loop Methodology for Organizational Development

- Principles
- Steps
- Tools
- Impact

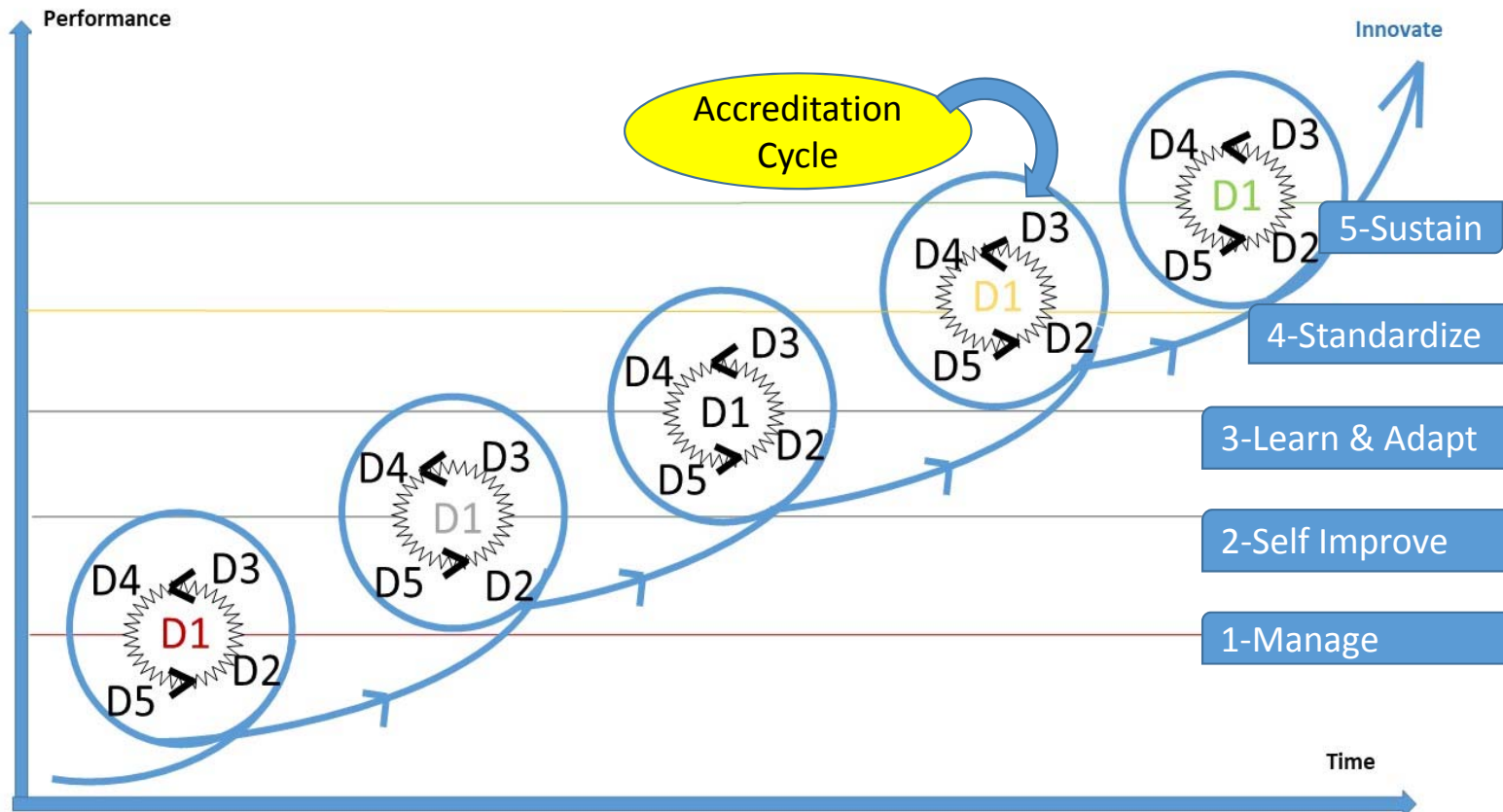
Positioning 5D Loop: SEAM, TQM, BSC fusion



5Ds OD Methodology: Gates Management Approach



5Ds' Organizational Performance Levels



Recommendation

- Fostering one language for management through training and coaching
- Creating Middle Manager think tank representation with annual meeting for sharing of experiences, code of conduct, standards, etc,
- Improve Research and studies
- Engaging Middle Management Engagement in the Arab health policy making
- Focus on the Vc rather the V

Thank you